

The 2002 Linkage Excellence in Management & Leadership Series

# True Leadership: Building “Soul” into the Organization

Featuring Howard Schultz



Dear Participant

Welcome to Linkage's 2002 Excellence in Management and Leadership Series. Today's program, True Leadership: Building "Soul" into the Organization, features Howard Schultz, one of the business world's outstanding entrepreneurs and visionary leaders. His philosophy of using the power of the human spirit in business has earned him many prestigious awards in both business and the community. In January 2002, he was named one of the top 25 Managers of the Year by Business Week magazine. Specifically, the program will focus on:

- Visionary leadership and empowerment
- Relationship and respect as the core of a successful business
- True leadership and employee involvement

Some of the key leadership themes Howard Schultz will share with you, based on his own experience are:

- Business at its best is not about just making a profit. It's about achieving the fragile balance between the fiscal responsibility that we have to our shareholders and our constituencies as well as our commitment to benevolence and to the people in the communities that we represent.
- Success is not an entitlement. It has to be earned every single day. Howard Schultz will describe how his experiences during 20 years at Starbucks have helped him understand that the power of the human spirit and benevolence in business are as important as the product or service a business provides.
- Some of our key objectives in the formative stages of the company were to define the equity of the brand around quality coffee, around a culture and value system, and to be known as a company that will not leave its people behind.
- A large part of the success of the Starbucks brand has been our ability to help partners realize that they are part of an enterprise that will give them an opportunity to succeed at levels they never believed possible. Employees want to believe that they're part of an organization that not only is winning but also is doing the right thing.
- In today's business environment, it is incredibly difficult to make a connection around intimacy, trust and loyalty with employees and customers. That also means that the opportunity to do the right thing will never be as great as it is now. Companies have an opportunity to sit down with employees and create an environment around trust, confidence, full disclosure and aspirations for the future.
- Success in business today is about having a conscience, having a heart and demonstrating to your people, your customers in the communities that you serve that you care about the right things because it's a core value that you live every day.

These participant materials have been designed to complement your conversation with Howard Schultz. Use them to record your notes, ideas, questions, and insights. At the end of the program, you will be asked to submit questions directly to Howard Schultz via fax, telephone and/or email.

Learning is an activity that requires more than passively watching a speaker. Simply watching today's program will neither instill leadership knowledge or skills, nor result in an immediate change in your organization's culture and strategic positioning. Learning requires the active engagement of your mind and spirit - the motivation and drive to reflect, apply, practice, and experiment.

### **About Linkage**

Linkage, Inc. is a leading provider of leadership and management development training programs, services, and products. More than 30,000 executives and management professionals have attended a Linkage institute, conference, workshop, or corporate education program. Linkage also provides assessment, consulting, and research services to Fortune 500 companies and other leading organizations. Founded in 1988, Linkage is headquartered in Lexington, Massachusetts, with regional offices located in Atlanta, Brussels, London, Minneapolis, and San Francisco. In both 1997 and 1998, Linkage was honored as one of the “Inc. 500 Fastest Growing Private Companies in the United States.”

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**SECTION 1**

**Satellite Program Materials**

## **What You Will Learn**

Participants in the program with Howard Schultz will have the opportunity to learn first-hand how his twenty years of experience at Starbucks have helped him understand the power of the human spirit and benevolence in business are as important as the product or the profit.

## **Introduction and Basic Premises**

Howard Schultz wrote, "Ultimately, Starbucks can't flourish and win customers' hearts without the passionate devotion of our employees. In business, that passion comes from ownership, trust, and loyalty. If you undermine any of those, employees will view their work as just another job.....their passion and devotion is our number-one competitive advantage. Lose it, and we've lost the game. " How do leaders create a world where employees feel this way and still return value to shareholders? Howard Schultz has done just that.

## **Question-and-Answer Session**

- If you are participating only in the live presentation of this program, complete the fax form, send an e-mail or call your questions to Howard Schultz using the question sheet on page 29.
- If you are participating in a post-broadcast program, share your questions with your seminar coordinator and your colleagues during that time.

## **When the Session Has Concluded**

- Your feedback is valuable in ensuring the integrity of future programs. We take pride in providing relevant, thought-provoking and enlightening programs - and we rely on you to help make this happen. Complete your participant evaluation form at:  
[http://www.linkageinc.com/training/satellites/satellite\\_evals.shtml](http://www.linkageinc.com/training/satellites/satellite_evals.shtml)
- To further reinforce your understanding of today's information, as well as hone other aspects of your leadership skills, complete the recommended Post-Presentation Activities that begin on page 14.

## Pre-Presentation Activities

Become familiar with Howard Schultz's extraordinary accomplishments by reading his biographical outline. Look for themes of visionary leadership and empowering people.

### Biography: Howard Schultz

Seattle-based entrepreneur Howard Schultz is chairman of The Basketball Club of Seattle LLC and Starbucks Coffee Company. In April 2001, The Basketball Club of Seattle, a group of local private investors, purchased the Seattle SuperSonics and the WNBA's Seattle Storm.

An avid sports fan, Schultz is committed to returning the Sonics to the NBA elite, increasing fan support for the Storm, building upon each teams' community involvement and creating the type of organization where team members feel truly valued.

Schultz immediately made his mark on the Sonics and Storm organization with his "fans first" approach to enhancing the popularity of the teams in the Seattle region.

With the Sonics, Schultz stressed that the connection between players and fans needs to be strong - much like the bond Schultz experienced with the New York Knicks - the team he rooted for in his youth. Schultz has organized town hall-style meetings throughout the Seattle area to gather suggestions from citizens on what they want from their pro basketball experience. His insistence on making player-fan interaction more frequent and meaningful at games and public events resulted in the Sonics making more community appearances than any other NBA team in Schultz's first year of ownership.

Second, Schultz focused on placing the rich heritage of Seattle's NBA franchise in the spotlight. He brought back the traditional green and gold team colors to recall the great Sonics squads of the past. A new logo and player uniforms generated from his "heritage" theme consequently created a progressive team identity inspired by the club's notable history. Schultz even featured legendary Sonics players from the city's storied teams at games so fans could share with them the franchise's richly textured past.

With the Storm, Schultz recognized that the team's marketing challenge was to build on the existing base of loyal fans while growing new fans for the young franchise. The marketing plan focused on sharing with the community the remarkable lives and achievements of Storm players and coaches and their ability to win over potential fans that had yet to experience the WNBA firsthand. Through off-season promotional campaigns such as "Stormin' the Sound," the number of prospective fans grew dramatically as targeted groups got to know the Storm on a personal



level through free basketball clinics and special events.

Schultz has made a number of other significant accomplishments in business and philanthropy. He joined Starbucks Coffee Company as director of operations and marketing in 1982, when the company had only four stores. In 1987, Schultz purchased Starbucks Coffee Company with the help of local investors.

Widely known as the architect of the company's brand image, Schultz is now Starbucks chairman and chief global strategist. He continues to provide strategic direction, serve as the vision and voice of the Starbucks brand and identify new business alliances and development initiatives.

Starbucks was one of the first privately held companies in North America to offer two unique benefits to its partners (employees): Beginning in 1987, part-time partners became eligible for full health benefits; and in 1991, eligible full- and part-time partners began to share ownership in the company in the form of stock options called Bean Stock.

In 1992, Starbucks became the first specialty coffee company to be publicly traded and is now the leading retailer, roaster and brand of specialty coffee in the world.

In 1997, Schultz created The Starbucks Foundation to raise awareness for literacy causes and to give grants to organizations that promote literacy. The foundation was initially funded by Schultz's profits from his best-selling book, *Pour Your Heart Into It: How Starbucks Built a Company One Cup at a Time*. Since its creation, the foundation has contributed millions of dollars to literacy programs throughout North America.

In 1998, Starbucks formed a 50/50 joint venture partnership with Earvin "Magic" Johnson's Johnson Development Corp. to open Starbucks locations in urban neighborhoods throughout the United States. The joint venture has opened more than 35 stores to date.

Schultz has received many prestigious awards in recognition of his numerous business and community contributions, including the Business Enterprise Trust Award for courage, integrity and social vision in business; the International Humanitarian Award for CARE, a world-wide relief organization; the Jerusalem Fund of Aish HaTorah for individuals making significant contributions to improving the lives of people around the world; the National Leadership Award for philanthropic and educational efforts to battle AIDS from AIDS Action; the Business Leader of the Year Award from Georgetown University and the Botwinick Prize for Business Ethics from Columbia University. In January 2002, Schultz was named one of top 25 Managers of the Year by Business Week magazine.

- For further insights into Howard Schultz's life and leadership, read Schultz's book, *Pour Your Heart Into It: How Starbucks Built a Company One Cup at a Time*, Hyperion, 1997.

### Activity

1. Describe a time in your career when you experienced a visionary leader and felt empowered to achieve a challenging target. How did you **feel** during that experience?

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2. What were some key **attributes** of this visionary leader?

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3. What did this leader **do** to create the feeling of empowerment for you personally and others on your team?

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4. What are some of the **roadblocks or barriers** in your organization to building a culture of empowerment? What, if any, are the **risks** to your organization's future if empowerment does not become part of the culture?

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5. What **actions** can you take to build a **business case** for a culture of empowerment where everyone is treated with dignity and respect?

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### Starbucks' Mission Statement

Establish Starbucks as the premier purveyor of the finest coffee in the world while maintaining our uncompromising principles as we grow. The following six guiding principles will help us measure the appropriateness of our decisions:

- Provide a great work environment and treat each other with respect and dignity.
- Embrace diversity as an essential component in the way we do business.
- Apply the highest standards of excellence to the purchasing, roasting, and fresh delivery of our coffee.
- Develop enthusiastically satisfied customers all of the time.
- Contribute positively to our communities and our environment.
- Recognize that profitability is essential to our future success.

6. What do you find notable about Starbucks' Mission Statement (above)? What part does visionary leadership play in ensuring the success of the mission?

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7. What **competencies** do you believe are critical for leaders to be successful in creating a culture that "lives" the principles outlined above (apply your own goals to the 3rd bullet)?

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### Application

The Emotionally Capable Leader Assessment was developed by Linkage Inc. Of the many emotional intelligence models, it is the first to explicitly address the leadership aspects of emotional intelligence. As Howard Schultz discusses the power of the human spirit and the need to build trust and loyalty, you will discover that true leadership will require many of the components addressed in the assessment. Determining your strengths and areas of development in these areas will guide you in your journey to become a more effective leader.

Below are described the components of the Emotionally Capable Leader Assessment. Place a check next to the two you believe are your strengths and two you may need to develop. Following the presentation you will have the opportunity to take the assessment; then we'll check your predictions. As you listen to the presentation, take notes on the connections you make with these components and the themes of today's broadcast.

**A: Self-Awareness**

Consciousness of, and access to, one's thoughts and feelings, bodily responses, impulses, and intuitions.

**B: Resonance**

The ability to attune oneself and respond appropriately to others' emotional states and needs.

**C: Wisdom**

The ability to understand and respect the strengths and limits of one's internal resources, response patterns, needs, and preferences.

**D: Dynamics**

The ability to function effectively in social situations by applying knowledge of interpersonal satisfiers, behavioral norms, and group dynamics.

**E: Drive**

Unshakeable motivation and effort directed toward creating a more desirable future, fueled by a firm belief in one's ability to shape that future.

**F: Influence**

The ability to call forth and channel individual and collective energy in pursuit of desired changes.

**G: Emotional Regulation**

The ability to express one's feelings appropriately, cope with stress, handle obstacles and setbacks, and live comfortably in uncertainty so as to instill confidence and serve as a model for others.

## During This Program

- Participate!
- Submit questions to be addressed by Howard Schultz during the question-and-answer session. Mr. Schultz will respond to questions in the latter third of the program. To submit questions, either complete the fax form found on page 29, submit an e-mail or call in when prompted during the program.
- Use the following Participant Materials as an additional resource to Mr. Schultz's presentation. Make notes on the presentation in the space provided.

## Notes

This image shows a single sheet of white paper with horizontal ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.

**Post-Presentation Activities**

- Complete and submit the participant evaluation form, found at:  
[http://www.linkageinc.com/training/satellites/satellite\\_evals.shtml](http://www.linkageinc.com/training/satellites/satellite_evals.shtml)

**Activity 1: Self Reflection and Discussion**

1. Now return to your pre-broadcast questions and answers. What additional attributes would you add to your list after listening to a visionary leader and hearing his story?

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2. After listening to Mr. Schultz, what could you and other leaders do to create a feeling of empowerment in your work environment?

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3. You listed roadblocks or barriers to a culture of empowerment. What steps would you personally be willing to take to remove those barriers? Who else would you need to influence to make a broader impact?

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4. What other ideas do you have to add to your business case for a culture of empowerment where everyone is treated with dignity and respect?

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5. What other ideas, concepts or themes from the broadcast resonated with you?

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6. Return to the definitions that make up an emotionally capable leader. What connections did you make with the themes and experiences Mr. Schultz shared in today's broadcast?

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## Activity 2: Emotionally Capable Leader Assessment™

Take the Emotionally Capable Leader Assessment below. It is a brief self-scoring assessment that measures your emotional intelligence in seven critical components.

### What It Can Do

- Sharpen your self-awareness.
- Help you work more effectively with others.
- Focus your development on factors that will enable you to be a more effective leader.

### Directions

**Step 1** Read each of the 35 items and rank yourself according to the scale below.

#### *Rating Scale*

1	2	3	4
<b>Almost Never</b> demonstrate behavior	<b>Sometimes</b> demonstrate behavior	<b>Frequently</b> demonstrate behavior	<b>Almost Always</b> demonstrate behavior

**Step 2** On the scoring sheet provided, enter your answers for each question. Then add your ratings across each row to produce an overall score for each component (A to G).

**Step 3** Your facilitator may choose to engage the whole group in a discussion of the model dimensions to better understand the capabilities of the emotionally intelligent leader.

### Questionnaire

- \_\_\_ 1. I am aware of the values and beliefs guiding my daily actions
- \_\_\_ 2. I "read" the feelings underneath people's words and actions (especially feelings of unease or distress)
- \_\_\_ 3. I am honest with myself about my own needs and capabilities
- \_\_\_ 4. I consider the feelings of others when/before taking action
- \_\_\_ 5. I respond to setbacks with renewed determination
- \_\_\_ 6. I speak with conviction and clarity about the future of the organization and its members

1	2	3	4
<b>Almost Never</b> demonstrate behavior	<b>Sometimes</b> demonstrate behavior	<b>Frequently</b> demonstrate behavior	<b>Almost Always</b> demonstrate behavior

- \_\_\_\_ 7. I am able to calm myself down when I am angry, frustrated, or anxious
- \_\_\_\_ 8. I am comfortable describing my feelings to others
- \_\_\_\_ 9. I have satisfying work relationships that are characterized by candid talk
- \_\_\_\_ 10. I understand how my own preferences tend to shape my responses to others
- \_\_\_\_ 11. I work comfortably with diverse groups regardless of my role
- \_\_\_\_ 12. I believe I am capable of making a real difference in my organization
- \_\_\_\_ 13. I coach and persuade individuals and groups to identify their part in addressing problems
- \_\_\_\_ 14. I use humor appropriately to help others release tension
- \_\_\_\_ 15. I use my intuition when making decisions
- \_\_\_\_ 16. I imagine myself in other people's situations to understand their feelings
- \_\_\_\_ 17. I know what kinds of challenges I am best and least equipped to handle
- \_\_\_\_ 18. I demonstrate responsiveness to the different needs of those whom I lead
- \_\_\_\_ 19. I am confident that I can overcome the obstacles to the achievement of my goals
- \_\_\_\_ 20. I build consensus among diverse constituencies
- \_\_\_\_ 21. I stay composed under pressure
- \_\_\_\_ 22. I spot signs of heightened emotional states in myself before others point them out to me
- \_\_\_\_ 23. I listen attentively to others

1	2	3	4
<b>Almost Never</b> demonstrate behavior	<b>Sometimes</b> demonstrate behavior	<b>Frequently</b> demonstrate behavior	<b>Almost Always</b> demonstrate behavior

- \_\_\_\_ 24. I encourage input from others to challenge my own personal perspective
- \_\_\_\_ 25. I accurately read situations and adapt my responses accordingly
- \_\_\_\_ 26. I pursue ambitious goals rather than settling for the safety of clearly achievable results
- \_\_\_\_ 27. I encourage people to challenge the status quo
- \_\_\_\_ 28. I express myself in consistent moods that put others at ease
- \_\_\_\_ 29. I am conscious of the impact of my emotions on my performance
- \_\_\_\_ 30. I understand and express the unspoken feelings of group members
- \_\_\_\_ 31. I trust my intuition
- \_\_\_\_ 32. I use inclusive practices, diplomacy, and tact to minimize hurt feelings when dealing with difficult interpersonal issues
- \_\_\_\_ 33. I act from an expectation of success rather than from a fear of failure
- \_\_\_\_ 34. I provide encouragement and space for people to express their hopes and aspirations
- \_\_\_\_ 35. I model how to remain engaged in the face of uncertainty.

**Answer Sheet**

Name: \_\_\_\_\_

**Rating Scale**

1	2	3	4
Almost Never demonstrate behavior	Sometimes demonstrate behavior	Frequently demonstrate behavior	Almost Always demonstrate behavior

A 1 \_\_\_\_\_ + 8 \_\_\_\_\_ + 15 \_\_\_\_\_ + 22 \_\_\_\_\_ + 29 \_\_\_\_\_ Sum = \_\_\_\_\_

B 2 \_\_\_\_\_ + 9 \_\_\_\_\_ + 16 \_\_\_\_\_ + 23 \_\_\_\_\_ + 30 \_\_\_\_\_ Sum = \_\_\_\_\_

C 3 \_\_\_\_\_ + 10 \_\_\_\_\_ + 17 \_\_\_\_\_ + 24 \_\_\_\_\_ + 31 \_\_\_\_\_ Sum = \_\_\_\_\_

D 4 \_\_\_\_\_ + 11 \_\_\_\_\_ + 18 \_\_\_\_\_ + 25 \_\_\_\_\_ + 32 \_\_\_\_\_ Sum = \_\_\_\_\_

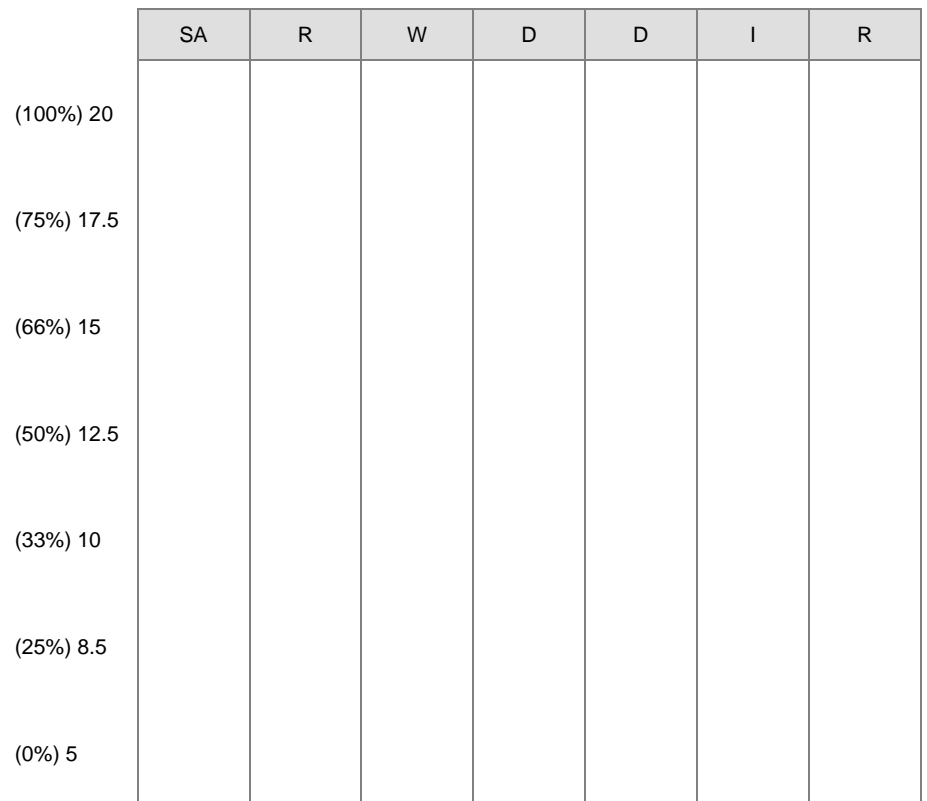
E 5 \_\_\_\_\_ + 12 \_\_\_\_\_ + 19 \_\_\_\_\_ + 26 \_\_\_\_\_ + 33 \_\_\_\_\_ Sum = \_\_\_\_\_

F 6 \_\_\_\_\_ + 13 \_\_\_\_\_ + 20 \_\_\_\_\_ + 27 \_\_\_\_\_ + 34 \_\_\_\_\_ Sum = \_\_\_\_\_

G 7 \_\_\_\_\_ + 14 \_\_\_\_\_ + 21 \_\_\_\_\_ + 28 \_\_\_\_\_ + 35 \_\_\_\_\_ Sum = \_\_\_\_\_

**The Emotionally Capable Leader Model™**

For a visual representation of your results, plot your scores in each of the seven components on this graph.



### The Emotionally Capable Leader™

#### A: Self-Awareness

Consciousness of, and access to, one's thoughts and feelings, bodily responses, impulses, and intuitions.

##### Behaviors

- I am aware of the values and beliefs guiding my daily actions
- I am comfortable describing my feelings to others
- I use my intuition when making decisions
- I spot signs of heightened emotional states in myself before others point them out to me
- I am conscious of the impact of my emotions on my performance

**B: Resonance**

The ability to attune oneself and respond appropriately to others' emotional states and needs.

**Behaviors**

- I "read" the feelings underneath people's words and actions (especially feelings of unease or distress)
- I have satisfying work relationships that are characterized by candid talk
- I imagine myself in other people's situations to understand their feelings
- I listen attentively to others
- I understand and express the unspoken feelings of group members

**C: Wisdom**

The ability to understand and respect the strengths and limits of one's internal resources, response patterns, needs, and preferences.

**Behaviors**

- I am honest with myself about my own needs and capabilities
- I understand how my own preferences tend to shape my responses to others
- I know what kinds of challenges I am best and least equipped to handle
- I encourage input from others to challenge my own personal perspective
- I trust my intuition

**D: Dynamics**

The ability to function effectively in social situations by applying knowledge of interpersonal satisfiers, behavioral norms, and group dynamics.

**Behaviors**

- I consider the feelings of others when/before taking action
- I work comfortably with diverse groups regardless of my role
- I demonstrate responsiveness to the different needs of those whom I lead

- I accurately read situations and adapt my responses accordingly
- I use inclusive practices, diplomacy, and tact to minimize hurt feelings when dealing with difficult interpersonal issues

**E: Drive**

Unshakeable motivation and effort directed toward creating a more desirable future, fueled by a firm belief in one's ability to shape that future.

**Behaviors**

- I respond to setbacks with renewed determination
- I believe I am capable of making a real difference in my organization
- I am confident that I can overcome the obstacles to the achievement of my goals
- I pursue ambitious goals rather than settling for the safety of clearly achievable results
- I act from an expectation of success rather than from a fear of failure

**F: Influence**

The ability to call forth and channel individual and collective energy in pursuit of desired changes.

**Behaviors**

- I speak with conviction and clarity about the future of the organization and its members
- I coach and persuade individuals and groups to identify their part in addressing problems
- I build consensus among diverse constituencies
- I encourage people to challenge the status quo
- I provide encouragement and space for people to express their hopes and aspirations

**G: Emotional Regulation**

The ability to express one's feelings appropriately, cope with stress, handle obstacles and setbacks, and live comfortably in uncertainty so as to instill confidence and serve as a model for others.

**Behaviors**

- I am able to calm myself down when I am angry, frustrated, or anxious
  - I use humor appropriately to help others release tension
  - I stay composed under pressure
  - I express myself in consistent moods that put others at ease
  - I model how to remain engaged in the face of uncertainty
- 
- How accurate were your predictions of your strengths and areas for development? If you were right on target, you probably scored high in the area of self-awareness. If you were not on target, how might you account for the differences?

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On the following pages, you will see a sample personal action plan and a blank one for you to use in your journey to being a more effective leader.

*"Leadership and learning are indispensable to each other."*

--John F. Kennedy  
Undelivered Speech  
November 22, 1963



### Personal Action Plan

This is a sample of a personal action plan for professional development. It is an opportunity to focus on 2-3 goals critical to your success, identify specific actions that will help you achieve your goal, and identify resources and support you will need to achieve your plan.

Development Goal	Action Plan Activities	Support and Resources
Be Specific I will improve my ability to lead my change management team  Criteria for success: Action items will be acted upon positively and actions taken discussed in the next meeting	Be Concrete I will take a course on meeting management  I will ask others for input into the agenda  I will check with team members on commitment for results before meeting adjourns  I will check in with team members to see if they need help before meeting	Be Realistic Check with HR Dept. to see when next Meeting Management Class is being held  Senior manager as a coach  Support of team members to help me lead and facilitate more effective meetings
Be Specific	Be Concrete	Be Realistic
Be Specific	Be Concrete	Be Realistic

Prepare a personal action plan for professional development. Focus on 2-3 goals critical to your success. Identify specific actions that will help you achieve your goals. Identify resources and support you will need to achieve your plan.

Development Goal	Action Plan Activities	Support and Resources
Be Specific	Be Concrete	Be Realistic
Be Specific	Be Concrete	Be Realistic
Be Specific	Be Concrete	Be Realistic

### Activity 3: Development Ideas and Best Practices

- You will have an opportunity to share best practices with other participants at your broadcast site. Pick one or two components of the Emotionally Capable Leader model that you would like to improve. During the activity use the space below to list any strategies, tools, ideas, or resources you obtain from others.

[illegible]

## Final Action Planning

Return to your Personal Action Plan and add the following:

1. Identify one step you are willing to take to enhance your leadership effectiveness in creating an empowered individual/team/workforce.

[illegible]

2. Identify one daily or weekly practice you will do to remind your colleagues, team or manager that they are part of something that touches their hearts.

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**SECTION 2**

**Forms**

**Question Sheet**

Use this form to write your question for Howard Schultz or for discussion among your colleagues. Please write clearly.

Name (optional)

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Organization

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Location

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Your question (25 words or fewer):

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